Strategic Plan

Framing the Future Through Student Success, Workforce Development, and Civic Engagement

COLUMBUS STATE COMMUNITY COLLEGE
Letter from the President

In 2013 Columbus State Community College refined its long-standing mission, vision and values ahead of 50th anniversary celebrations slated for 2013. Building on those renewed principles, the college joined the Achieving the Dream national network, articulated a Completion Plan, formalized the Central Ohio Compact, and adopted a Master Plan that would guide short- and long-term decisions regarding the college’s physical environment, facilities, and industry-aligned academic programming and partnerships. A Strategic Plan followed in 2014, coalescing the initiatives and providing a flexible but focused framework for the future.

The Strategic Plan evolved from comprehensive planning sessions involving several hundred faculty, staff, and administrators. This process engaged our entire community, including a cross section of alumni and regional leaders. Three priorities—Student Success, Workforce Development and Civic Engagement—dominated the conversation, and dedicated workgroups were charged with developing priorities and practical initiatives for each goal. Assembled together, these individual priorities became the Strategic Plan, which now drives the college to perform its mission, realize its vision, and live its values.

David T. Harrison, Ph.D.
President
Our Mission
To educate and inspire, providing our students with the opportunity to achieve their goals.

Our Vision
Columbus State Community College is Central Ohio’s front door to higher education and a leader in advancing our region’s prosperity.

Our Values
Student Success
We welcome and engage all students in creating individualized, accessible, and mutually accountable pathways that allow them to pursue their goals.

Inclusion
We reflect the demographics of Central Ohio, and we leverage the college’s rich diversity for the benefit of our local and global communities.

Quality
We expect excellence and accountability in ourselves and our students.

Innovation
We embrace bold ideas and an entrepreneurial spirit, and we are responsive to the changing needs of students, employers, and other stakeholders.

Learning
We are a community of teachers and learners who believe that fulfilling lives are grounded in self-awareness and continuous learning.

Partnership
We recognize that more can be accomplished collaboratively than individually, and we seek like-minded partners to advance our shared goals.

Stewardship
We are careful and thoughtful stewards of the resources entrusted to us.

Leadership
We lead by action and example to help our community pursue opportunities and address the challenges of the 21st century.
Our strategic vision for the future aligns three priorities as a framework in support of our college mission, vision, and values.

These strategic priorities represent the ways in which we will best serve our students, Central Ohio educators, regional employers, service providers, and key community stakeholders.
Student achievement is at the center of everything we do.

When students succeed, everyone benefits. With the Ohio Board of Regents stressing improved college completion rates and the Central Ohio Compact focusing on raising the percentage of area residents holding postsecondary credentials, academic success is essential. And it’s not just a first step; it’s an ongoing effort.

Expand access and improve college and career readiness for all students.

• Develop innovative approaches and build academic and career pathways for students prior to entry into higher education in order to advance progress through pre-college coursework and assure college readiness.

• Partner with high schools to expand pre-college coursework and dual credit programs to accelerate time to completion and facilitate affordability.

• Increase the number of high school graduates with credit toward a Columbus State degree or credential, creating seamless pathways that align with career opportunities.

• Leverage the use of emerging technologies to expand the access to postsecondary credentials and create alternate pathways for adult learners.

Fortify support for college persistence, completion, and goal attainment.

• Implement a first-year experience that lays the academic and cultural foundation for students to flourish.

• Revamp and continuously improve advising to build meaningful relationships and better connect students to academic programs and career pathways.

• Establish student learning communities so students can share common experiences and provide support to one another.

• Increase the number of Columbus State graduates earning bachelor’s degrees through systemizing 2+2 and 3+1 higher education partnerships.

Address diverse students’ needs and goals by ensuring equity in success outcomes.

• Dramatically improve the academic enterprise in a way that meets the demand of 21st-century students and fosters a seamless movement through courses, programs, and transitions.

• Disaggregate data to identify performance gaps and develop necessary interventions to meet specific student needs.

• Cultivate an informed and engaged college community that welcomes students as they are, fosters meaningful relationships, and connects them to resources so that they may succeed.

• Develop and deliver flexible and accelerated programs with contextualized instructional approaches to provide the greatest access to the underserved adult population.

• Establish an honors curriculum to promote and celebrate academic distinction.
We serve as the trusted business partner for employers in the region.

Qualified workers are in short supply in growing and crucial industries. Many high-paying jobs leading to successful careers can be secured through the attainment of an associate degree or industry-recognized certificate. To match skilled workers with growing industries, Columbus State will continue to partner with business leaders to create specialized educational programs and career pathways for students.

Develop industry sector strategies aligned with employers to meet incumbent and emerging workforce needs.

- Partner with employers and the economic development community to maintain a rigorous connection to the talent development in the region.
- Enhance curricula through collaboration with industry leaders to align and update career pathways.
- Employ innovative programming to provide alternate pathways for adult learners who wish to transition to new careers, upgrade their skills, or secure employment.

Build grades 9-14 career pathway systems aligned with labor market needs.

- Employ Pathways to Prosperity initiative to develop sustainable, high-impact 9-14 career pathways into four of the region’s most vital industry sectors; including business logistics, advanced manufacturing/robotics, health care, information technology, and other sectors.
- Engage businesses leaders in the development of aligned curricula and delivery of work-based experiences so that students may graduate with economically viable career credentials as well as a head start on postsecondary studies.
- Establish innovative forms of instructional delivery in collaboration with industry leaders, higher education, and K-12 district partners to maximize student access to post-secondary learning.
- Create and communicate clear requirements to support student academic achievement and progression through the career pathway.

Establish Career Placement Services office to support students with career planning and successful job placement.

- Infuse relevant curricula and job skills preparation with technical programs.
- Implement a menu of services and programs that connect students and graduates with employers.
- Build a job placement tracking system to measure placement success and opportunities for improvement.
We foster intentional partnerships to enrich and support the student experience and strengthen the community.

Education doesn’t happen in a vacuum. It is enhanced and cemented through connections with the local community. To that end, Columbus State works in concert with corporate, government, and nonprofit groups to maximize learning opportunities for students and address non-academic barriers to student achievement.

Grow community partnerships to ensure the opportunity for success for all students.

- Provide an inclusive, open, and supportive environment to identify student needs and connect holistic and relevant resources that will address both academic and non-academic barriers.
- Cultivate an informed and engaged college community driven to empower students and foster meaningful relationships where all students feel welcomed and supported.
- Develop strategic partnerships between the college and the city, neighborhood entities, school districts, and higher education institutions to pursue regional strategies, share resources, and maximize impact to advance student success.

Expand service-learning and community service opportunities to address community priorities and needs.

- Expand thriving partnerships and identify new ones to develop service-learning activities that deepen students’ civic and academic connections.
- Engage and deploy faculty as civic leaders to address community issues and thus enrich the scholarship of the college.

Cultivate mutually beneficial partnerships that advance student success and address community needs.

- Build a collaborative network with the capacity for long-term partnerships to promote academic success, meet civic needs, and impact neighborhood revitalization.
- Lead as a neighborhood steward, implementing opportunities that integrate and advance the character of the Discovery District, Delaware campus, and other communities where the college has a presence.
- Establish a partnership inventory and a repository for related resources and experiences.
- Implement mechanisms to document engagement work across the college and within the community.
While the phrase “Beyond Measure” is used to convey the value and possibilities of a Columbus State education, there are concrete ways to measure student success. Columbus State will look at key indicators related to college readiness, persistence or progress toward an academic goal, and completion rates.

For college readiness, Columbus State will follow:
- The number/percentage of students prepared for college coursework.
- The increase in dual credit students and their attainment of college credit.
- The success rates of students in developmental courses and their advancement to credit-bearing courses.

To gauge student progress, the college will measure:
- The success in gateway courses in subjects such as math and English.
- The successful completion of all courses.
- Student persistence from Autumn to Spring and from Autumn to Autumn semesters.
- Student participation in out-of-class academic support services.

To ascertain how many students reach their college completion and career goals, Columbus State will track:
- The number of degrees and post-secondary credentials awarded.
- The number of transfer students who finish BA/BS degrees.
- Attainment rates, including completion of degrees and certificates, and successful transfer.
- Overall job placements.
- Job placements in field of study.
Strategic Plan
Steering Committee

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Jack Popovich
Elissa Schneider
Aletha Shipley
Barbara Smith-Allen
David Tom
Darla Van Horn
She always took the time to explain things and wouldn’t let him be a quitter.

Because of her, he was the first in his family to graduate from college.

Math professor
Amy Hatfield

SUPPORT BEYOND MEASURE

2014 graduate
Jeffrey Tucker